



Values

- Serving customers
- Empowering people
- Strengthening partnerships
- Acting with integrity
- Anticipating future needs
- Achieving goals

Vision

The right job
for each person,
every time.

Mission

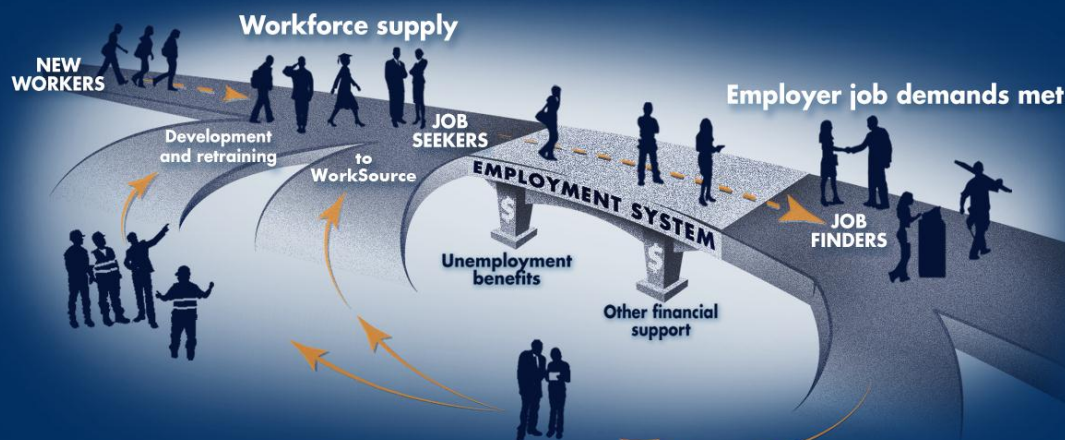
We partner to connect
employers and job seekers –
supporting transitions to new
jobs and empowering careers.

Employment Security A3 (Strategic plan), 2013-16

Sponsor: Commissioner Dale Peinecke

Owners: Executive Leadership Team

	Employers	Employment system	Developing job seekers	ESD employees
Goals	Employers have the skilled, stable workforce they need to thrive.	Washington's integrated workforce development system efficiently and effectively supports the unemployment, employment and career needs of employers and job seekers.	Individuals have the information, competencies and workplace experience they need to be job-ready as they enter the workforce.	ESD employees are valued, empowered and engaged at work and can develop their skills and careers.
Measures	Outcomes <ul style="list-style-type: none"> Jobs filled through WorkSource. Retention rate of jobs filled through WorkSource. Leading indicators <ul style="list-style-type: none"> # of employers served by WorkSource. # of job seekers served by WorkSource. more	Outcomes <ul style="list-style-type: none"> Average duration of unemployment. Wage upon re-employment. Leading indicators <ul style="list-style-type: none"> # of UI claimants enrolled with WorkSource. Average duration for those claiming UI benefits. # of long-term unemployed. more	Outcomes ~ previous column plus: <ul style="list-style-type: none"> Wage progression. Leading indicators <ul style="list-style-type: none"> # enrolled in longer-term UI or WorkSource skill-building programs or work experience for students. Wages of re-employed UI claimants. more	Outcomes <ul style="list-style-type: none"> Retention of permanent staff. Leading indicators <ul style="list-style-type: none"> Percent of open jobs filled. Level of satisfaction. more
Current state	Strengths <ul style="list-style-type: none"> Stable, efficient UI tax system. Labor-market information. UI and WorkSource systems enable collection of substantial data. Good WorkSource assessments of job-seeker employability. Challenges <ul style="list-style-type: none"> Lack of awareness, respect and/or use of WorkSource system and services. Ineffective job-matching system. Lack of training funds/capacity to meet specific employer needs. 	Strengths <ul style="list-style-type: none"> Devoted, experienced, skilled staff. Relationships w/ employer groups and advocates. Strong local partnerships. Can effectively engage UI & WorkFirst recipients. Partners understand WorkSource system. WorkSource gets people jobs. UI program delivers timely benefits. Challenges <ul style="list-style-type: none"> Inadequate integration of UI and WorkSource processes and technology. Aging IT systems; few self-help features. Lack of effective use of social media. Lack of integration and consistency of WorkSource services and operations. Insufficient staffing. 	Strengths <ul style="list-style-type: none"> Strong public support for internships and work-readiness. Leveraging of limited resources. Creativity and innovation. Successful prototypes and youth programs around state. Challenges <ul style="list-style-type: none"> Job-openings data don't meet planning needs. Successful prototypes serve too few. Many graduates haven't planned for future jobs; not work-ready. Lack of income support during longer-term retraining. Weak linkages between ESD/OSPI & training providers/WorkSource. Linking service members nearing discharge with civilian workforce services. 	Strengths <ul style="list-style-type: none"> Diverse group of talented people. Challenging and meaningful work. Positive effects on our customers. Challenges <ul style="list-style-type: none"> Limited new-employee orientation. Lack of technical and leadership training. Limited opportunities for career development. Lack of meaningful performance recognition and feedback. Lack of flexibility in working conditions. Staffing-level fluctuations.
Gaps & root causes	<ul style="list-style-type: none"> Employers insufficiently recruited & supported; many unaware of or don't know how to work with WorkSource. Job seekers with employer-desired skills/experience not actively recruited. Job matching not efficient or effective. Isn't driven by customer priorities. Go2 can't mine for jobs and job seekers; no Web-crawl ability; not connected to employer systems. Very limited employer-specific training to attract or retain targeted businesses. 	<ul style="list-style-type: none"> More job seekers than jobs in many areas. Co-enrollment and integration challenges: disjointed processes; use of info systems. Job seekers lack right skills; don't live where skills needed; or lack job-search skills/motivation. No job matching at UI intake due to lack of requirements and technology integration. Late/incorrect reporting cause UI overpayments; law inadequately discourages overpayments. Aging computer systems difficult to maintain & modify; can't be integrated with newer systems. 	<ul style="list-style-type: none"> Limited work experience and internships available. Future jobs not sufficiently defined and communicated to community colleges to plan appropriate training. Limited system-wide coordination, best-practice sharing, expansion of successful prototypes, internships and other developmental programs. Limited pathways for technical education and hands-on learning. 	<ul style="list-style-type: none"> Insufficient investment in recruitment, employee orientation, training or development. Unclear, inconsistent expectations for supervisors on managing performance. Lack of knowledge and confidence to implement workplace flexibility. Staffing models don't minimize effects of fluctuating workload demands.



Workforce development system

Improvement activities (four-quarter rolling timeline)

Links lead to more details		Develop	Implement	Sustain	O	N	D	J	F	M	A	M	Jn	Jl	A	S
<u>Employers</u>	• Collect and assess employer feedback about WorkSource.				TBD											
	• Promote WorkSource services desired by employers.				TBD											
	• Expand, broaden job-seeker inventory.				TBD											
	• Create plan to replace go2worksource.com and SKIES.				TBD											
	• Coordinate with training programs to support economic-development efforts to recruit and expand targeted employers.				TBD											
	Sponsor: Cynthia Forland				TBD											
					TBD											
<u>Employment system</u>	• Fully integrate WorkSource enrollment process.				TBD											
	• Improve quality and timeliness of UI benefit services.				TBD											
	• Improve quality, capability & integration of UI and WorkSource IT systems.				TBD											
	• Improve resources and time to determine job readiness.				TBD											
	• Finish revising job-search workshops.				TBD											
	• Complete NGTS on schedule.				TBD											
	• Obtain approval and begin replacing GUIDE.				TBD											
	• Improve UI benefit systems:				TBD											
	> Initial-claims online application.				TBD											
	> Continued-claims online application.				TBD											
	> Finish online job-search log (eLog).				TBD											
	> Benefits telephone-filing and workload-management system.				TBD											
	Sponsor: Nan Thomas				TBD											
<u>Developing job seekers</u>	• Connect more veterans, older workers, UI exhaustees, people with disabilities and other long-term unemployed to workplace experience, internships and workplace skills.				TBD											
	• Expand collaboration to connect more students with internships and career information.				TBD											
	• Improve employment-demand projections for community-college planning.				TBD											
<u>ESD employees</u>	• Invest in methodology to hire, train and retain a diverse, talented workforce.				TBD											
	• Set clear expectations; create culture of performance accountability at every level of ESD.				TBD											
	• Improve leadership, supervisor and HR knowledge of best practices to expand workplace flexibility.				TBD											
	• Create staffing models responsive to workload fluctuations.				TBD											
Sponsor: Ron Marshall																

Risks	Mitigation
• Lack of buy-in and support from employers, partners, staff and stakeholders.	<ul style="list-style-type: none"> • Build A3 using “catch-ball” process. • Create effective ongoing communication and staff-engagement process. • Define and communicate to employers the value of planned improvements.
• Competing priorities for available resources.	• Create ELT subcommittee (improvement-activity sponsors) and governance structure to prioritize action plans and ensure we have sufficient staff and financial resources to implement the plans.
• Insufficient funding/staff to execute strategy.	• Establish clear understanding of current revenue streams, grow revenue (aligned with A3) and apply Lean principles to engage staff and partners to eliminate non-value-added activities.
• Inability to fund and launch technology at the rate required to support the strategy.	• Build relationships with Office of the Chief Information Officer, Dept. of Enterprise Services, Office of Financial Management and key legislators; identify potential funding streams; focus on improving and integrating our technology systems.
• Non-compliance with federal and state requirements at the state and/or local levels.	• Build effective internal-audit and monitoring process; incorporate performance-quality metrics in all Lean implementations.
• Global economic conditions or fundamental legislative changes disrupt strategy and plans.	• Review and revise A3, as needed, to reflect external changes that affect ESD.

Executive Leadership Team

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